

Government Efficiency and Accountability Review (GEAR)

GEAR40 Board Meeting
March 12th, 2024



<https://GEAR.Delaware.gov/>

Agenda

15 min

1. Introductions/Roll Call
2. Old Business
 - Review and Approve Minutes
 - 2024 Schedule

3. New Business

90 min

4. Enterprise Services Delivery
5. GEAR Field Team
6. GFT/ESD Presentations
7. Open Topics Discussion – Board
8. Public Comment
9. Adjourn

Introductions

Roll Call

Old Business

Review/Approve Minutes from Prior Board meeting

Final draft version sent to Board for review March 7th, 2024



Old Business

2024 GEAR Board Schedule

Location	Date	*Time
Carvel/Virtual	Tuesday, January 9th	10:00 a.m.
Carvel/Virtual	Tuesday, March 12 th	10:00 a.m.
Haslet/In Person/Virtual	Tuesday, May 7 th	10:00 a.m.
Carvel/Virtual	Tuesday, July 9 th	10:00 a.m.
Buena Vista/In Person	Tuesday, October 15 th (Approve 2024 GEAR Annual Report)	10:00 a.m.
Carvel/Virtual	Tuesday, December 10 th	10:00 a.m.

Detailed information will be provided prior to meeting date.

Please contact Bobbi DiVirgilio at 302-577-8546 or bobbi.divirgilio@delaware.gov for more information



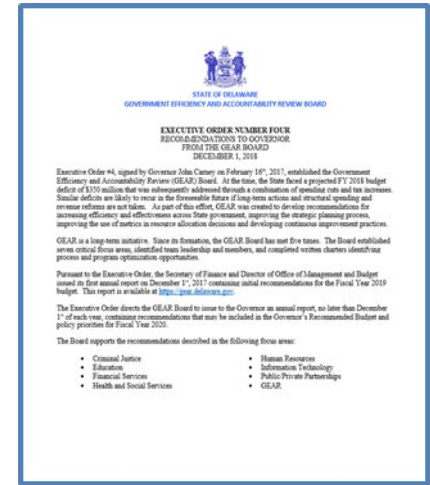
New Business

- 2024 GEAR Annual Report
 - Compressed timeline with November 1 publication in 2024
- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Taskforce continue regular meetings
- GEAR P3 Awards Review and Updates
- GEAR Continuous Improvement Classifications Under Development with DHR – 2 meetings to review drafts
- GEAR Continuous Improvement Cycle Updates
- GEAR Board Review and Planning meetings



GEAR Annual Report – 2024 timeline

- 8th annual GEAR report
- Describes continuous improvement achievements, recommendations for the Governor
- Emphasis on quantifiable outcomes
- Narratives needed from all Board member agencies and GEAR Field Team organizations



2023~~4~~ Schedule

May 1	Sept 1st
Aug 1	Oct 6th
Oct 8	Nov 8th
Oct 15	Nov 15th
Oct 21	Nov 20th
Oct 28	Nov 28th
Nov 1	Dec 1st

Annual report guidance distributed to teams, gather content contributions

All content contributions due from teams

Final draft emailed, Board reviews

GEAR Board review/approval

Final comments due from Board

Final version mailed to Board

Report posted on GEAR website



GEAR P3 Taskforce and Awards

- GEAR P3 Taskforce met 2/29/24
 - Updated status Ready in 6 permit process improvement
 - DNREC (subaqueous) project initiation, DelDOT (utility) initiating
 - Reviewed 2023 GEAR Annual report topics
 - Planned additional participation and asked for feedback on GEAR review and planning questions
- Awards Selection Committee met February 20
 - Thank you for all the preparation and review time!
 - Record number of awards

Award Timeline

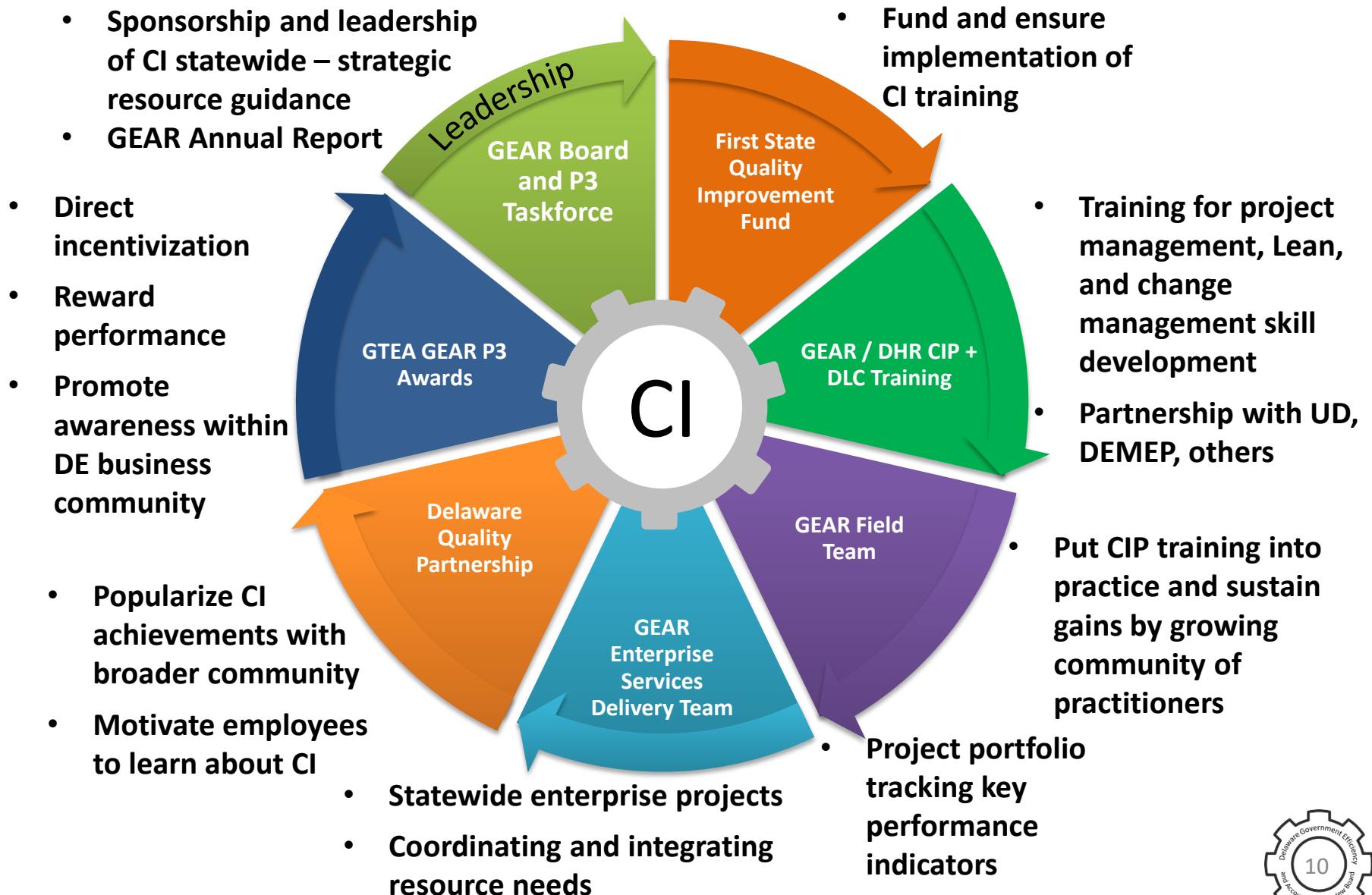
Nomination Process Opens	December
Nominations Received	Late January
Judges Review Nominations	February
Award Coordinators/Recipients Notified	March
Statewide Recognition Event	First Week of May



Updated Industry Standards and Classifications Overview

Continuous Improvement Training Element	Project Management	Business Analysis	Change Management
Industry Standard	Project Management Institute (PMI)	International Institute of Business Analysis (IIBA)	Prosci, Inc. (ADKAR Model and Methodology)
Specialist Classification Series	1. Project Management [PM] Specialist Series [3 Levels – Associate, Senior, Executive]	2. Business Analyst [BA] Series [3 Levels – Associate, Senior, Executive]	3. Change Management Specialist [CMS] Series [3 Levels – Associate, Senior, Executive]
Generalist Classification Series (Industry Standard - Lean Six Sigma)	4. Lean Continuous Improvement (CI) Analyst Series [3 Levels – Associate, Senior, Executive]		

GEAR Continuous Improvement (CI) Cycle



Current GEAR CI Cycle Activities

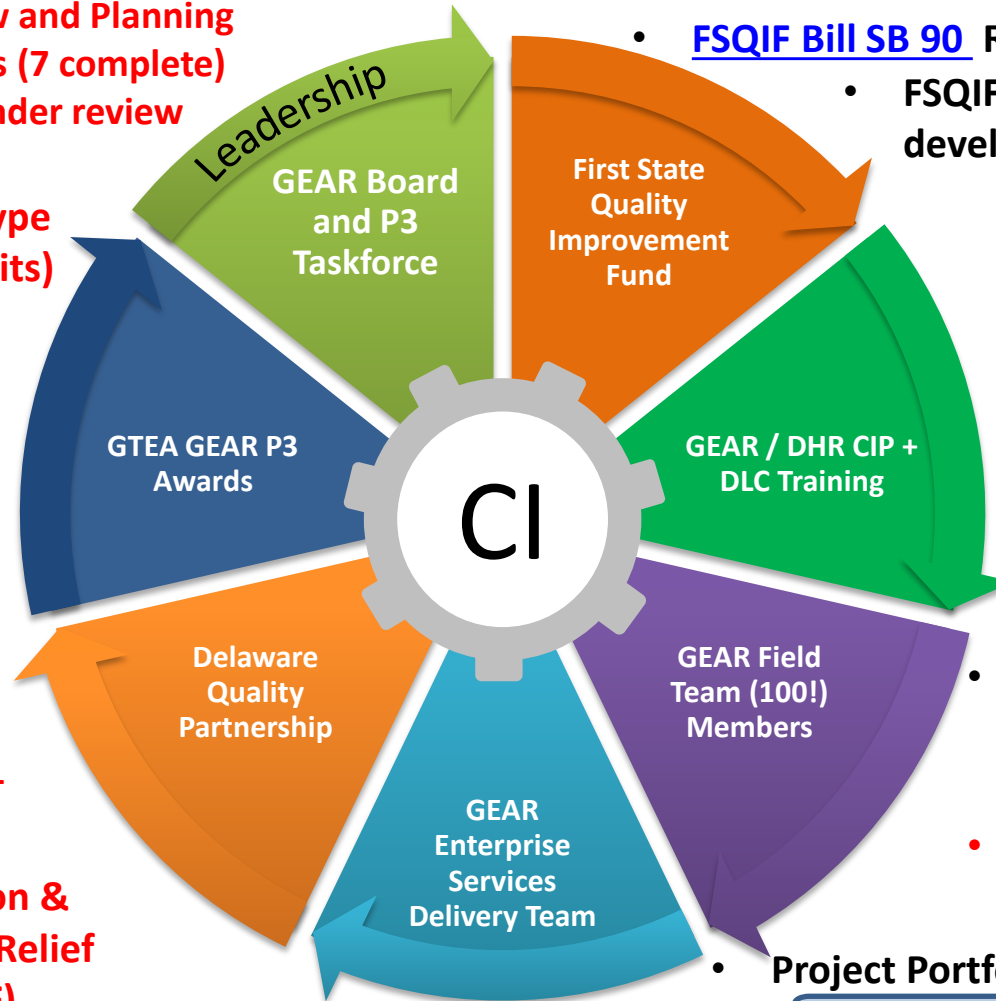
- GEAR Board Review and Planning meetings in process (7 complete)
- CI Classifications under review

- Ri6- DNREC prototype (Subaqueous permits)
- DelDOT prototype (Utility Permits)

- GEAR P3 Award winners selected 2/20/24

- GEAR P3 Taskforce meeting held 2/29

- DQP Presentation- 2/9/24:
GEAR P3 Innovation & Efficiency Award- Relief Rebate Team (DOF)
GEAR P3 Trailblazer- Toni Muncey (DSCYF)



- [FSQIF Bill SB 90](#) Rules and Guidelines (draft)
- FSQIF – new training under development

- Cohort #7 – 18 started training 2/13/24
- Cohort #8 – July Recruitment

- Leveraged scalable Project Management tool in support of Annual Report
- ~82% est. ROI participation rate

- Project Portfolio (137 projects)

- Reviewed proposed charter with full ESD team 2/20/24



GEAR Board Review & Planning Meetings

- Executive Sponsors
 - Secretary Rick Geisenberger (DOF)
 - Director Cerron Cade (OMB)
 - Controller General Ruth Ann Miller
- Secretary Manning (DHSS)
- CIO Lane (DTI)
- Secretary Holodick (DOE)
- Secretary DeMatteis (DHR) [4/1/24]
- Chief Justice Seitz (Judiciary)
- Mike Begatto (AFSCME)
- Treasurer Davis (OST) [3/15/24]
- P3 Taskforce Chair Ernie Dianastasis (Business Community)
- Other 2023 GEAR Annual Report contributors (DSCYF, DOC, DNREC, DeIDOT, DSHS, DOL, DOS, DDA)

GEAR Portfolio

- 15 Agencies, Judicial Branch, Enterprise Services Delivery team represented in portfolio
- Key performance indicators captured in Planview Projectplace:
 - Project health across time, cost, and quality factors (assessed in green/yellow/red statuses to note deviations) – serves as a basis for risk assessment
 - Project lifecycle phases realigned with Project Management Institute (PMI) standards

GEAR Portfolio Projects by Organization

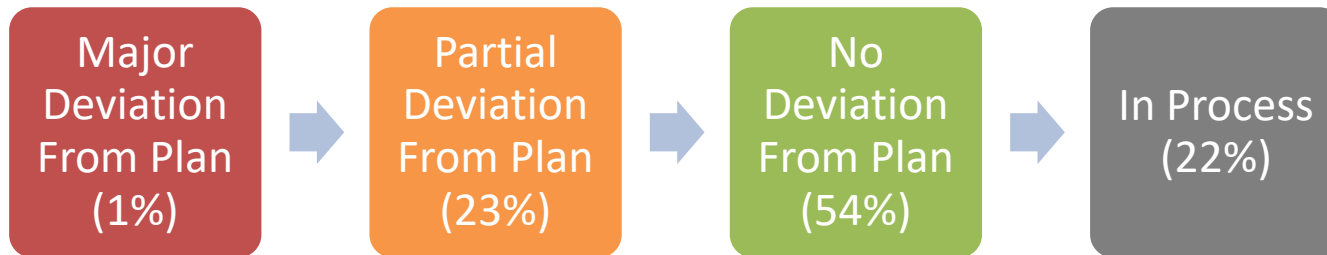
Department	Number of Projects
Health and Social Services (DHSS)	29
State (DOS)	6
Judicial	6
Education (DOE)	8
Natural Resources and Environmental Control (DNREC)	12
Services for Children Youth and their Families (DSCYF)	7
Labor (DOL)	2
Correction (DOC)	1
Safety and Homeland Security (DSHS)	2
*Enterprise Services Delivery (ESD)	54
GEAR P3 (Public-Private Partnership)	3
GEAR	7
State Housing Authority (DSHA)	2
Total	137

***Enterprise Services Delivery Team includes:**

- State Treasurer (OST)
- Finance (DOF)
- Technology and Information (DTI)
- Human Resources (DHR)
- Management and Budget (OMB)
- Auditor of Accounts (AOA)

GEAR Portfolio Key Performance Indicators

Project Phase	Number of Projects
Initiating	6
Planning	13
Executing	55
Monitoring/Controlling	3
Closing (Includes Measuring Outcomes)	12
On Hold	11
Closed	37



Estimated ROI:
112 (82%) out of 137 projects reporting at \$91M

Enterprise Services Delivery (ESD) Team

Enterprise Services Delivery Team – Overview

- Of the 137 projects in the Project Portfolio ESD is monitoring 54 of them:
 - Long-term and large-scale modernization projects
 - IT system (ERP) migrations and configurations
 - Integrated projects across multiple agencies
- Most projects moving forward, no major problems
- Projects tracked using the ProjectPlace tool

BENEFITS OF HIGH-LEVEL STRATEGIC ROADMAP

Develop enterprise strategy for agencies and systems, identify risks and integration points

Identify times of potential change saturation

Improve financial management and facilitate budgeting process

Identify economies of scale

Build desire for change and share lessons learned across agencies

Develop competency centers for project management, business analysis

Estimate break-even and ROI

Reorient projects/agencies toward outcomes, rather than competing for resources ("silo mentality")

Enterprise Services Delivery - Projects

Financial Services Delivery

- Modernizing the State's Enterprise Resource Planning (ERP) Systems
- Lower Lease Costs and Restructure Lease Program

Data Integration and Mapping

- Leverage FirstMap for Data Sharing
- Establish State Land Inventory
- School District Enrollment Projections

Human Resources Modernization

- ServiceNow Employee HR Service Center (Employee Success Center)
- Classification/Compensation Workflow Tracking System

Technology Innovation

- Secure End User Services (SEUS)
- Enterprise Digital Government: Single Sign-On for State Workers, Residents and Visitors

Enterprise Services Delivery - Projects

Judiciary Reform

- CASCADE: Integrated Enhancements to Judicial Systems, Applications, and Processes
- E-Courtrooms
- Reducing the Debt Burden for Ex-Offenders
- *Criminal Justice Technology Improvement Project (CJIS Upgrade)*

Treasury Management

- Implement the Digital Government Payment System
- Consolidate Local Banking
- Comply with Payment Card Industry Data Security Standards (PCI DSS)
- Modernize Check-Printing Services
- Upgrade Bank Account Reconciliation and Account Fee Analysis Software

Enterprise Services Delivery Team – Charter Subteam

- Recruited volunteers from each of the major entities that comprise ESD:
 - Chuck Clark (GEAR/DOF)
 - Justin Day (DTI)
 - Cindy Diaz (OMB/PHRST)
 - Michelle Donohue (DTI)
 - David Edgell (OMB)
 - Daniel Madrid (GEAR/DOF)
 - Barbara McCleary (DHR)
 - Kyle Pritchard (DOF)
 - Philip Phucas (DTI)
 - Anne Spano (OMB/PHRST)
 - Bryan Sullivan (GEAR/OMB)
- Subteam was provided a format for the team charter, CIP class Team Deliverable Spreadsheet and a DTI example. The subteam is developing guiding principles as part of charter from the strategic roadmap and DTI's principles.
- Next meeting for subteam scheduled for mid-March 2024.

Enterprise Services Delivery Team – Charter Subteam

- Have drafted and received feedback on the following (concepts presented, not the entire statements):
 - **Mission** – facilitate interagency/interbranch collaboration and elevate communication
 - **Vision** – foster a culture of collaboration and success
 - **Role** and key activities:
 - Foster greater alignment of agencies by assisting agencies to adopt enterprise-wide perspective
 - Identify needs, devise solutions, advocate for resources
 - Serve as clearinghouse to identify and develop enterprise-wide projects
 - Serve as a forum for experts to collaborate on understanding project elements
 - Provide comprehensive reporting on change, risk, risk and ROI
 - **Guiding Principles (Strategic Roadmap):**
 - Formulate enterprise strategies, identify risks and integration
 - Recognize and communicate potential change saturation
 - Enhance financial management and support (budget process)
 - Identify opportunities for economies of scale
 - Cultivate motivation for change
 - Establish opportunities for improving project management, business analysis and change management
 - Assess ROI
 - Orient towards outcomes

Enterprise Services Delivery Team – Charter Subteam

- Have drafted and received feedback on the following (concepts presented, not the entire statements):
 - **Guiding Principles** (DTI—“how” projects managed):
 - Maximize long-term value
 - Ensure compliance with state-wide IT standards, facilitate interoperability
 - Monitor emerging technologies and techniques
 - Recognize data as an enterprise asset, improve data sharing capabilities
 - **Stakeholders**
 - GEAR Board
 - Governor, other elected officials and cabinet secretaries
 - Leadership of the Judiciary, Legislature and education organizations
 - State organization middle managers
 - Project managers
 - End users (state employees)
 - Citizens

Enterprise Services Delivery Team – Full Team

- Goal for 2024: ESD improves integration of elements to be truly enterprise-wide in outlook.
- Activities to include review and approval of the work of the Charter Subteam, monitoring progress of projects, communicating progress or issues, and identifying/prioritizing statewide enterprise needs, solutions to meet the needs, and resources to implement these solutions.
- ESD meetings for 2024 (10:00 AM to 11:30 AM):
 - ~~February 20, 2024 (Teams)~~
 - April 16, 2024 (Teams)
 - June 18, 2024 (Teams)
 - September 17, 2024 (Teams)
 - November 19, 2024 (Teams)

GEAR Deep Dive Project Presentations

1. Criminal Justice Fee Reform

Gayle Lafferty, AOC
Evelyn Nestlerode, AOC
Shawn Richards, AOC
Meghan Lapointe, AOC

2. ERP Modernization – Payroll, Accounting and Pension

Kamlesh Sheth, PHRST
Anne Spano, OMB
Kevin Sclesky, OMB

CRIMINAL JUSTICE FEE REFORM

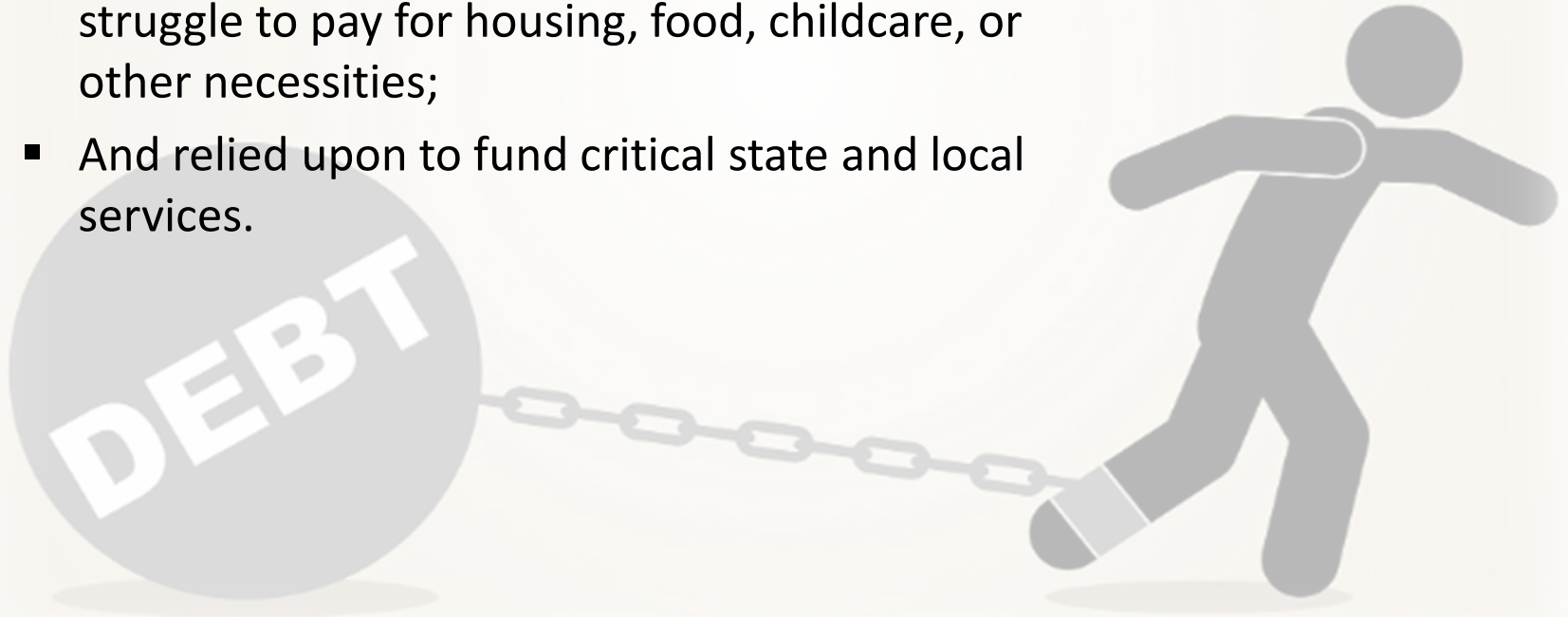
Administrative Office of the Courts



What is the Problem?

Criminal Justice Fees are:

- An inequitable revenue source;
- An unreliable revenue source;
- Often an overwhelming burden for many who are trying to build or maintain stable lives and struggle to pay for housing, food, childcare, or other necessities;
- And relied upon to fund critical state and local services.



What is the Goal?

- To better help people build strong foundations for success, thereby reducing recidivism and improving people's lives.
- Stop expending valuable resources trying to collect from people who simply do not have the means to pay.



Fee Reform and GEAR

- Results are more qualitative in nature
- Payoff isn't immediate or easy to calculate
- Broad social impacts
- When people don't understand what they are being charged and why, trust in state government is eroded



Overview

Fees can quickly add up for those who find themselves in the criminal justice system, often those who can least afford it:

- **Speeding Fine: \$20**
- Court Costs: \$20 (goes to DelDOT I&M)
- Court Security Assessment: \$10
- Videophone Assessment: \$1
- DELJIS Assessment: \$1
- TTF Assessment (50% of fine): \$10
- Violent Crimes Assessment: \$15
- Voluntary Ambulance Company Assessment: \$10
- Victim Compensation Assessment (18% or \$10 min): \$10
- **Total Fine plus Fees: \$97**

Overview

More Examples of Criminal Justice Fees:

- Senior Victim Assessment: \$100
- Public Defender Assessment: \$100 (*HB 244 Eliminated*)
- Supervision Assessment: \$200 (*HB 244 Eliminated*)
- Sex Offender Fee: \$30
- CCP Jury Trial/Non-Jury Trial: \$135/\$55
- Victim Rights Assessment for seat belt violations: 40% not to exceed \$20

The Good News

*Though there is more work to do,
more has been accomplished
than we ever thought possible
just a few years ago.*

HB 244

The Judicial Branch worked with Community Advocates, the Department of Justice, the Office of Defense Services, and the General Assembly to help craft House Bill 244 which included significant reforms and continued study of the issue.

Signed 10/03/2022



What did HB 244 with HA 2 accomplish?

- ✓ Eliminated assessments on children, late fees, convenience fees, the Public Defender Fee and DOC Supervision Fees.
- ✓ Prohibited the suspension of driver's licenses for failure to pay.
- ✓ Required additional reporting.
- ✓ Created the Criminal Legal System Imposed Debt Study Group.

Writing Off Old Debt

- Aside from HB 244, the Judicial Branch made internal changes to improve the system.
- After conversations with OMB and DOF in 2021, the Judicial Branch wrote off cases that were 10+ years old.
- ***58,935 cases and \$40.1 million of uncollectible debt were written off.***
- Until that time, there had never been any write-offs; cases went back for decades.



Criminal Legal System Imposed Debt Study Group

Chaired by Representative Sean Lynn and Senator Darius Brown.

Tasked with reviewing the impacts and making **additional recommendations** to promote fairness and transparency in the imposition and collection of criminal justice imposed financial obligations.

9 Work Groups were created to focus on complex topics, such as Fee Elimination, Ability to Pay, Alternative Sanctions, Public Information and Communication and Old Debt Discharge.



Criminal Legal System Imposed Debt Study Group

Participation from many stakeholders:

- Numerous representatives from throughout the Judicial Branch, including judicial officers and staff
- Legislative Branch
- Governor's Office
- Office of Defense Services
- Office of the Attorney General
- Department of Safety and Homeland Security
- Community Groups
- Impacted Community Member
- Department of Correction
- DELJIS
- DTI
- Statistical Analysis Center



Study Group Recommendations

- Eliminate outstanding balances the Public Defender Fee and the Supervision Fee
- Eliminate fees which are not uniformly applied and/or result in little revenue, such as:
 - Interstate Compact Fee
 - Substance Abuse Rehabilitation, Treatment, Education and Prevention (SARTEP) Fund Fee
 - Senior Trust Fund Fee
 - Victim Rights Fund Fee

Study Group Recommendations

- Eliminate fees for stabilization of needed funds:
 - DELJIS Fund Fee needed for basic operations such as contractual program maintenance
 - CJC Videophone Fee which reduces the transfer of inmates between the institutions and the Courts
 - Court Security Fee pays for 33.5 positions plus training and safety equipment for the Courts



Study Group Recommendations

More complicated process changes:

- Ability to Pay
- Centralize court collections
- Expand community service and work referral opportunities

In Summary



What has been accomplished to date:

1. HB 244 passed in June 2022 and implemented in October 2022.
2. Judicial Branch wrote off debt over 10 years old.
3. HB 244 Study Group met, made recommendations, and published report.

Where we are now...

4. Drafting new legislation for introduction this spring.
5. Continue to work on Judicial Branch policies.

GEAR Board Ask

- Recognize that sometimes “efficiencies” can be more systemic, less about up-front savings.
- How do you quantify the benefit of having more money for rent or being able to purchase healthy foods for your children?
- Support of Legislation

ERP Modernization

Payroll/Human Capital Management, Financial
Accounting and Pension Administration
Office of Management and Budget



ERP Modernization Project

Why?

- **The ERP Executive Sponsors reviewed and approved the HR, Payroll, & Benefits System, the Financial Management & Accounting System and the Pension Administration System to be part of the ERP Modernization initiative in June 2022**
 - Oracle/PeopleSoft software end of life cycle 2033
 - Limited reporting capabilities
 - Users rely on external manual processes and spreadsheets to overcome system limitations

ERP Modernization Project

What?

- **Identify a system replacement for HR, Benefits, Time & Attendance & Payroll, the Financial Management & Accounting system and the Pension Administration system**
 - Accessible/user friendly system
 - System aligned with industry best practices
 - Standardization of business processes
 - “Out of Box” functionality – No customizations
 - Sustainable
 - Integrated Systems
 - Cloud based solution to reduce total cost of ownership

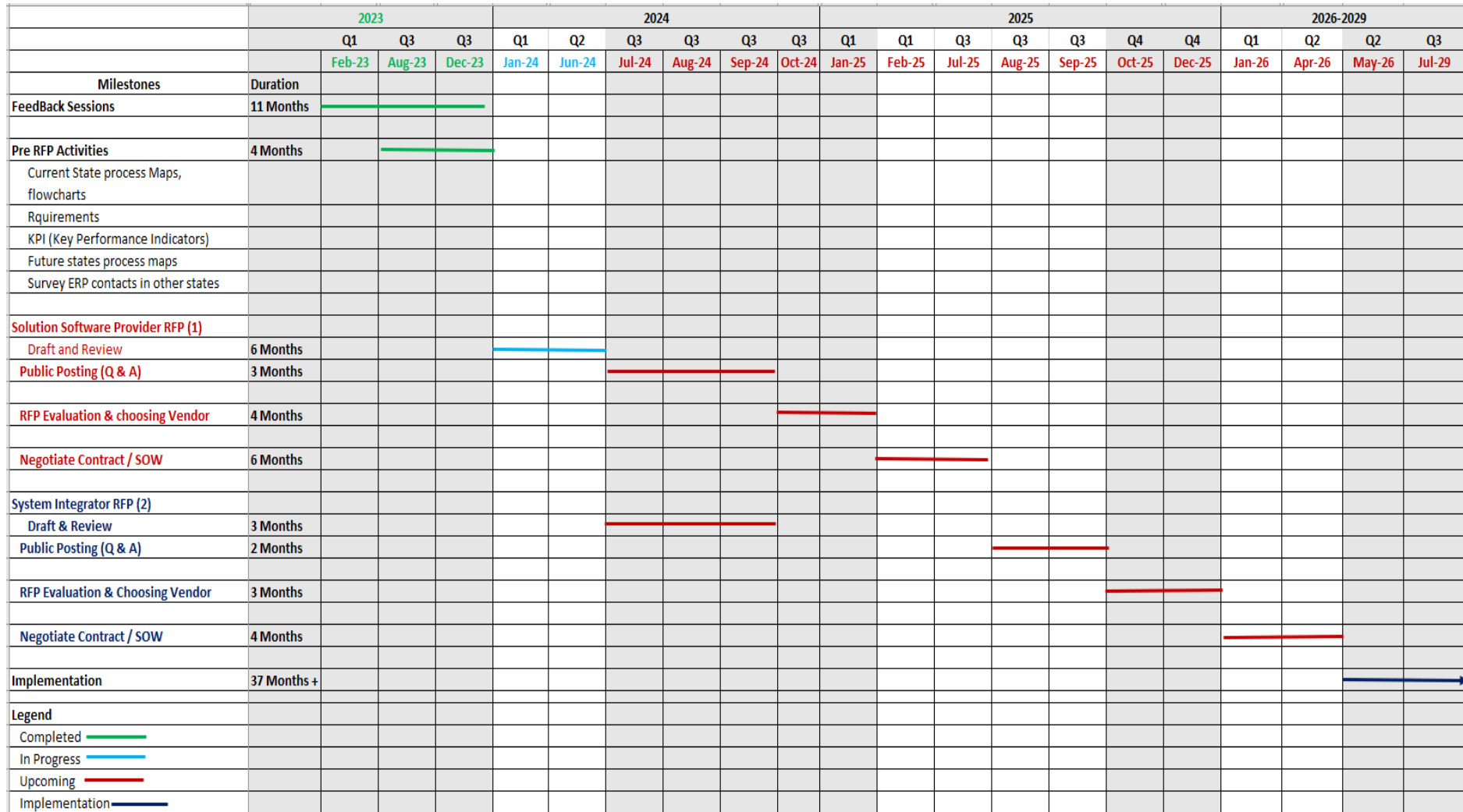
ERP Modernization Project

Project Governance

- Executive Sponsors
 - Director of the Office of Management and Budget
 - Secretary of Finance
 - Secretary of the Department of Technology and Information
 - Secretary of the Department of Human Resources
- System Administrators
 - Department of Finance (Division of Accounting/First State Financials)
 - Office of Management and Budget (PHRST & CRIS)
 - Department of Technology and Information (Enterprise Solutions)

ERP Modernization Project – Timeline

Payroll / Human Capital Management and Financial Accounting & Management



ERP Modernization Project – Timeline

Pension Administration

		2023			2024										2025		2026	2027
		Q3	Q4	Q4	Q1	Q2	Q2	Q2	Q3	Q3	Q3	Q4	Q4	Q4	Q1	Q4	Q1-Q4	Q1
Milestones	Duration	Aug-23	Nov-23	Dec-23	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Dec-25	Jan-Dec 26	Jan-27
Pre RFP Activities	4 Months																	
Current State process Maps, flowcharts																		
KPI (Key Performance Indicator)																		
Future states process maps																		
Survey ERP contacts in other states																		
RFP																		
Draft and Review	4 Months																	
Public Posting	2 Months																	
RFP Evaluation & Choosing Vendor	3 Months																	
Negotiate Contract / SOW	4 Months																	
Implementation	25 Months +																	
Legend																		
Completed																		
In Progress																		
Upcoming																		

ERP Modernization Project

Next Steps

- **Payroll/Human Capital Management and Financial Accounting & Management**
 - Solution Software Provider RFP
 - Draft and Review – Jan through June 2024
 - Public Posting (Q & A) – July 2024 through Sept 2024
 - RFP Evaluation & choosing Vendor– Oct 2024 through Jan 2025
 - Negotiate Contract / SOW – Feb 2025 through July 2025
 - System Integrator RFP
 - Draft and Review – July 2024 through Sept 2024
 - Public Posting (Q & A) – Aug 2025 through Sept 2025
 - RFP Evaluation & choosing Vendor – Oct 2025 through Dec 2025
 - Negotiate Contract / SOW – Jan 2026 through Apr 2026
 - Implementation – May 2026 through July 2029 & Beyond

ERP Modernization Project

Next Steps

- **Pension Administration**

- RFP

- Draft and Review – Dec 2023 through March 2024
 - Public Posting – Apr through May 2024
 - RFP Evaluation & choosing Vendor– June through Aug 2024
 - Negotiate Contract / SOW – Sept through Dec 2024
 - Implementation – Jan 2025 through Jan 2027 & Beyond

ERP Modernization Project

Challenges (Future)

- Changing business processes to reduce customizations
- Maintain project resource continuity as people retire and transition to other opportunities
- Governance of education organizations
- Maintenance existing systems while preparing to stand up new systems
- Continued funding throughout the life of the project

ERP Modernization Project

GEAR Board Ask

- Strong executive project endorsement
- Active and visible participation throughout the project
- Support standardization of business practices across the State
- Support the project in achieving successful organizational change
 - Dedicate resources to Organizational Change Management
 - Communicate, support, and promote the change to those impacted
 - Repeat key messages early and often

- **Open Topics Discussion – Board**
- **Public Comment**

Adjourn



Contact



Please direct any inquiries about the Delaware GEAR program to:

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